

Peer Review

Review of: "Employee Development and Turnover Intention: A Meta-Analytical Review"

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Key Strengths

- ✓ **Timely and relevant topic:** Turnover intention remains a critical issue globally.
- ✓ **Quantitative foundation:** The use of effect sizes and heterogeneity analyses adds empirical rigour.
- ✓ **Clear structure:** Introduction, literature, methodology, findings, and discussion are logically ordered.
- ✓ **Managerial implications:** The conclusion provides practical applications for HR leaders.

♦ 3. Major Weaknesses

- ✗ **Language and clarity:** The text needs grammatical polishing and stylistic refinement for an academic tone.
- ✗ **Limited theoretical integration:** The paper lacks a strong theoretical framework linking employee development and turnover intention (e.g., Social Exchange Theory, Human Capital Theory).
- ✗ **Methodology underdeveloped:** The PRISMA process is mentioned but not visually shown (a PRISMA flow diagram would strengthen credibility).
- ✗ **Findings interpretation:** The discussion is too brief; effect sizes should be interpreted in context (why is developmental feedback weakest? why is development opportunity strongest?).
- ✗ **In-text citations:** Some references are incomplete or outdated; consistency in APA formatting is needed.
- ✗ **Terminological accuracy:** Terms like "effectivity" should be replaced with "effectiveness."

◆ 4. Section-by-Section Review

Introduction

What works:

Establishes the importance of employee development and its connection to turnover.

Defines variables clearly (developmental feedback, competence development, etc.).

What needs improvement:

Improve flow — some sentences are repetitive or awkward.

Add theoretical justification (e.g., *why development affects turnover — through perceived organisational support or career satisfaction?*).

Example revision:

Employee development has become a strategic HRM priority, especially in dynamic labor markets where retaining talent is increasingly difficult. According to Social Exchange Theory, when employees perceive their organizations as investing in their growth, they reciprocate with loyalty and reduced turnover intention.

Concepts and Turnover Intention

What works:

The logical grouping of antecedents is effective.

States the research question clearly.

What needs improvement:

Avoid repeating definitions.

Strengthen conceptual linkages between each variable and turnover intention using citations.

Clarify causal reasoning (e.g., “employees stay because they feel valued through development” → add theory).

Methodology

What works:

The methodology incorporates references to PRISMA and database sources.

States inclusion and exclusion criteria are referenced (Zangaro & Soeken, 2007).

What needs improvement:

Add details: inclusion years, keyword combinations, statistical software used, and publication bias correction method.

Provide or reference a PRISMA diagram (flowchart of article selection).

Clarify the heterogeneity test method (e.g., Q statistic, random-effects model).

Findings

What works:

Data tables are clearly presented.

Effect sizes are summarised with heterogeneity results.

What needs improvement:

Clarify what “heterogeneous at 0.01 level” means — rephrase for accuracy (should be “statistically significant heterogeneity at $p < .01$ ”).

Interpret values more deeply (what does $r = -0.49$ mean in an HR context?).

Discuss implications — e.g., *why developmental feedback has the lowest effect* (maybe because it is short-term or inconsistent).

Discussion

What works:

Emphasises that all variables reduce turnover intention.

It presents a psychological rationale based on concepts such as hope and self-improvement.

What needs improvement:

The work requires a more robust theoretical discussion, referencing concepts such as expectancy theory, perceived organisational support, and psychological contract.

Discuss cross-cultural or sectoral variations (since the studies span multiple countries).

Expand critical reflection on limitations — e.g., limited sample diversity or potential publication bias.

Conclusion and Implications

What works:

Practical managerial insights are valuable.

Summarises findings effectively.

What needs improvement:

Add a concise “Limitations and Future Research” subsection.

Avoid redundancy (some sentences repeat earlier results).

End with a clear statement of contribution — e.g.,

This meta-analysis provides quantitative confirmation that employee development significantly reduces turnover intention, reinforcing the strategic importance of developmental HR practices in talent retention.

◆ 5. Recommendations for Revision

Area	Issue	Recommended Action
Language	Grammatical issues, awkward phrasing	Proofread for academic English; use Grammarly or editing support
Theoretical depth	Weak conceptual grounding	Integrate Social Exchange Theory, Human Capital Theory, or Psychological Contract Theory
Methodological transparency	PRISMA missing; unclear inclusion process	Add PRISMA diagram and explain criteria clearly
Data interpretation	Limited explanation of heterogeneity and correlations	Discuss why relationships differ across variables
Formatting	Inconsistent referencing	Apply APA 7th edition format consistently
Practical relevance	Good, but too general	Tailor implications for managers and HR professionals more concretely

Declarations

Potential competing interests: No potential competing interests to declare.